Human Capital Strategic Plan

ACQUISITION SUPPORT CENTER

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Human Capital Strategic Plan
What is HCSP?

A plan of forecasting the retention and recruitment with the development of acquisition workforce personnel.

Human Capital Strategic Plan

- **Goal is to be able to link the AT&L Human Capital Strategic Plan to the DoD-wide HR Strategic Plan.**

- **The DoD-wide Civilian HR Strategic Plan and Annexes can be found at: http://www.dod.mil/prhome/**

Overview of Proposed Approach

- "One AT&L HCSP"
  - Individual Component plans will not be required
  - Consistent approach used across AT&L
  - Facilitates creation of supplement to DoD Civilian HR Strategic Plan
- Working Group Approach
  - Dedicated, continuous involvement of Component representatives
  - Collaborative, outcome-focused meetings at least monthly
  - Engaged with the functional communities
  - First order of business is to bring new representatives up to speed with "HCSP 101"

Outline of Proposed Approach

▪Step One: Identify Human Capital Gaps and/or Issues

- –Establish <u>baseline</u> for current workforce
    - •Use AT&L Workforce Report as of 31 Mar (available 24 Oct)
- –Establish <u>standardized assumptions</u> across AT&L
    - •Target population(s)
    - •Options for forecasting
    - •Project future inventory
- –Identify sources of <u>strategic guidance</u> affecting AT&L workforce
- –Translate strategy into <u>future desired distribution</u>
- –Identify <u>gaps</u> between future expected inventory and future desired distribution
    - •Workforce gaps
    - •Skill/competency gaps
- –Provide description of <u>human capital gaps and/or issues</u>

Outline of Proposed Approach

▪**Step Two: Identify & Prioritize Planned Actions to Address Human Capital Gaps and/or Issues**

- Describe methodology for action
- Identify benefits of taking action
- Explain any caveats that may apply
- State gap and/or issue and prioritize according to mission criticality
- Establish metrics to measure success
- Identify responsible parties
- Provide the completion timeline
- Indicate funding implications, if applicable
- Deliverable is a supplement to the DoD Year of Execution Plan (Annex to DoD Civilian HR Strategic Plan)

Outline of Proposed Approach

- **Step Three: Provide Annual Report of Accomplishments**
  - Report on accomplishments and progress made on actions
  - Include status of previous years' action items
  - Deliverable is a supplement to the DoD Annual Report (Annex to DoD Civilian HR Strategic Plan)

Observations

- **Components are at widely differing points along the way to a comprehensive HCSP for their AT&L workforces**

- **Data on the two targeted career fields are inconsistent and/or incomplete with respect to:**

  - Future Inventory

  - Future Desired Distribution

  - Gap Identification

Benchmarking Themes

▪**Degree of Rigor Used for Forecasting Varies**

- –Some agencies did baseline turnover rates and projected retirements and separations
  - •NASA can forecast future competency availability
  - •EPA Piloting workforce planning process for 1500 will roll-out for agency in Jan. 2004 - combines competency inventory and workforce forecasting
  - •DOL purchasing workforce analysis forecasting tool that will be piloted in FY04 and rolled-out in FY05
  - •SSA issued Retirement Projections in 1998, 2000, and Dec. 2003

Benchmarking Themes

▪ **Competency Management is an Integral Part of the HCSP Process**

  – NASA has developed Workforce Competency Dictionary identifying 142 competencies in Sept '02

  – EPA identified 20 major occupations and their competencies – will assess types of skills they need in what jobs. Piloted for 1500, will roll-out Jan. 2004

  – DOL using NAPA to identify competencies for 27 critical occupations by the end of 2003 - will identify gaps by occupation

  – SSA identified critical competencies for external hiring, and uses them for structured interviews

Benchmarking Approach

- **Identified agencies that have been recognized for doing HCSP well**
  - **RESULTS.GOV**
  - **Conferences & briefings, e.g., IPMA, NAPA**
- **Narrowed list based on workforce similarities:**
  - **Occupations - scientists, engineers, project managers**
  - **Mission – geographically dispersed, customer service oriented**
- **Intended to gauge where we are in comparison to other agencies**
  - **Identify best practices that can inform our**

Results of Process Review &

Benchmarking Study

Mitigating the challenges created by requirement to focus planning efforts on four career fields - planning will be conducted for the entire Acquisition Workforce, but reported specifically for those career fields that have been identified in the guidance.

Cultivating the link with P&R - taking a more proactive

ASC

(Cont.)
Results of Process Review &
Benchmarking Study

 Identifying requirements for data systems and
 modeling tools that can be used across AT&L, or
 integrated with Components' existing systems.

Preliminary results of benchmarking study indicated
that AT&L is on the right track and making good progress
given the size and complexity of the organization (i.e.,
cross-cutting multiple Components with different
missions).

NASA provided an excellent benchmark for
competency management, see their Human Capital
Management website: http://nasapeople.nasa.gov/hcm/

Next Steps

- **Develop FY '04 Guidance in Collaboration with Components and Functional Advisors During Months of <u>September/October</u>**

- **FY '04 Cycle Kick-Off Meeting on <u>2 October</u>**

- **HCSP 101 Workshop During Month of <u>October</u>**

- **Working Group Meetings and Workshops - <u>Oct - Mar</u>**

- **Meetings with Functional Communities – <u>Oct - Mar</u>**

- ***End of Cycle Review on <u>31 March '04</u>***

- ***Final AT&L Human Capital Strategic Plan Due <u>30 April '04</u>***